

CASE STUDY | UK LAW FIRM

Deep Diagnostic: Understanding What Drives People, Culture and Performance

Using behavioural science and systems thinking to uncover the barriers and enablers to organisational performance and employee wellbeing.

THE CHALLENGE

The firm wanted to move from a more reactive to preventive approach to employee wellbeing and understand the factors shaping leadership effectiveness and culture. The brief required a deeper view of the system: culture, leadership, working practices, individual behaviour and wellbeing, and how these interacted with organisational performance.

Going beyond standard employee surveys

The project went substantially beyond a standard staff, engagement or wellbeing survey, or focus groups run internally. A tailored survey designed with the firm's senior leaders combined quantitative questions with substantial open-text data whilst independently facilitated focus groups created a psychologically safe environment in which employees and leaders could speak openly, with their contributions anonymised. Research grade analysis and evidence-based behavioural models were then applied to provide rigorous evaluation.

84

Survey responses

4

Focus Groups
18 participants

227

Focus-group extracts
analysed

19

Prioritised
recommendations

Turning employee and leadership insight into a roadmap for change

The focus groups produced 227 extracts, analysed as 125 enablers and 102 barriers to optimal employee wellbeing and organisational performance. These were grouped into six enabler themes and eight barrier themes, revealing interconnected issues that reached well beyond individual wellbeing.

The analysis surfaced themes spanning leadership and management, workload and capacity, hybrid working, professional culture, organisational structure, recruitment and expectations, training and development, and wellbeing support.

A well-evidenced behavioural model (COM-B) was used to interpret the findings and guide informed practical intervention design, turning the findings into a prioritised roadmap for change.

TESTIMONIAL

"I highly recommend Dr Yogarajah to anyone seeking to establish a wellbeing strategy that enhances their employees' wellbeing and achieves lasting positive change... Her approach is both holistic and evidence-based, combining her extensive knowledge in behavioural science and health leadership to create a truly impactful programme."

Managing Partner, UK law firm

Designing Change Across the System

The diagnostic translated employee and leadership insight into targeted action at individual, leadership and organisational level. The diagnostic generated 19 core recommendations, many of which spanned more than one layer of the organisational system, as represented below. This was intentional: interventions that act across multiple levels can create greater and more sustainable impact than addressing individual, leadership or organisational factors in isolation.



Evidence, not an upsell: only 6 of the 19 recommendations required external support. Recommendations are driven by the evidence, not by the services external providers can fulfil.

From insight to targeted action

The diagnostic gave the firm an evidence base from which to decide what to change, where to act and which interventions were most likely to have impact. Dr NY then supported delivery where the recommendations aligned with our expertise.

LEADERSHIP	INTERNAL CAPABILITY	FIRM-WIDE ACTION
Bespoke four-part leadership course grounded in psychology and behavioural science: interactive, reflective and focused on practical leadership behaviour and sustainable performance in the legal setting.	Wellbeing Champions trained in coaching skills and communication frameworks, supported by bespoke topic toolkits and facilitated debriefs.	Diagnostic-led firm-wide sessions delivered by Dr Yogarajah and doctor associates: healthy habits, impostor syndrome, stress & burnout, sleep & nutrition, women's & men's health; plus, a bespoke facilitated Equity Partner wellbeing session.

Impact and ongoing partnership

100% of respondents to firm-wide session feedback said they would recommend the session to a colleague	2 YEARS + ONGOING continued partnership, with repeat commissioning from senior leadership	HIGHLY RATED leadership and firm-wide interventions, with strong qualitative feedback from partners and leaders
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LEADERSHIP COURSE TESTIMONIAL

"The sessions were incredibly engaging and inspiring, combining practical tools with thought-provoking psychological and behavioural insights... A genuinely worthwhile and impactful programme."

Partner, UK law firm